

In March, 2010 Alexander Weiss Consulting, LLC was engaged by the City of Lansing Michigan to conduct a comprehensive study of staffing and organization for the Lansing Police Department. This project consisted of six tasks:

- Task One. Conduct a comprehensive analysis of the patrol function, to include citizen initiated demands for service, officer initiated activities, and administrative tasks.
- *Task Two*. Develop a staffing model based on workload requirements and organizational expectations about unobligated patrol time.
- *Task Three*. Develop a work schedule that meets the requirements specified in tasks one and two; working closely with police personnel to strike a balance between organizational and officer expectations.
- *Task Four* Examine current patterns of geographic staffing and beat design.
- *Task Five.* Conduct an organizational analysis of LPD support units, including investigations, and special operations.
- *Task Six.* Provide recommendations regarding alternative organizational models of service delivery.

Below we have summarized our key recommendations:

- 1. The Lansing Police Department should adopt a patrol-staffing plan based on citizen generated workload and performance standards for officer discretionary time.
- 2. LPD should monitor the day-off selection process to ensure that the daily staffing is consistent with the daily workload.
- 3. LPD should adopt alternative methods to handle citizen requests for service including a telephone reporting unit, web-based applications, and non-sworn investigators and setting up appointments for citizens to file reports.
- 4. The LPD Criminal Investigation Division should adopt a system that assigns cases for follow-up based on seriousness and solvability. Cases that fail to meet thresholds should be suspended, pending further information.
- 5. LPD should more closely monitor investigator workload, ensuring that investigators are making satisfactory progress on cases, and that cases do not remain open when leads have been exhausted.
- 6. The Special Operations Section should diversify its approach to narcotics enforcement to include more strategic crime-control partnerships.
- 7. LPD traffic officers should be assigned to a work schedule that more closely matches the distribution of traffic related calls.
- 8. The Department should develop systems to charge the sponsors of special events for the costs of police service.

- 9. LPD should review its policy on special assignments to ensure that factors other than seniority (e.g. police officer performance) weigh heavily in the decision to assign an officer to a special unit. Moreover, the department should ensure that officers in special assignments remain available for other assignments including patrol operations.
- 10. LPD should create a planning and research unit to serve as an analytical and communication arm for the agency. It would make the deployment of LPD resources more efficient by providing data-driven lessons about crime and traffic activities, and it would enhance accountability by illustrating the effectiveness of operations and strategies.
- 11. The department should create a special operations division that includes:
 - a. Special Operations Section,
 - b. Traffic Enforcement,
 - c. Community Policing Officers,
 - d. School Resource Officers,
 - e. Neighborhood Watch Officers,
 - f. Canine Officers, and
 - g. S.T.A.R.T Team.
- 12. The department should implement a new structure with four divisions, each directed by a captain:
 - a. Patrol
 - b. Investigations
 - c. Special Operations
 - d. Management Services